

TALON

Operation Joint Forge

Task Force Eagle

Saturday, October 14, 2000

MND-North TOA Issue

STRESS BUSTER

As we prepared for the SFOR 8 mission and are now underway, one of the foremost task was and is the matter of scheduling. Developing a plan which includes multiple people, places, times and tasks and then executing that plan is a major undertaking. If you come anywhere near the TFE Staff, you will hear words like synchronization, coordination, and the infamous, 'battle rhythm' (there's an oxymoron for you; how can a battle have a rhythm?). The intent in planning and coordination, of course, is to establish and maintain order and some level of predictability. This is surely a reasonable goal.

Plans are good. Schedules are good. There's just one problem: they don't always work. Try as we might, our best laid plans sometimes fail. The marriage breaks up, the job is terminated, the illness comes, the helicopter is late, the destination is fogged in and the flight is canceled, the car breaks down. Each of these things would likely disrupt your plans, throw your schedule out of whack, or just plain disappoint you. In other words, *stress you out*.

The word today is from James 4:13-15. "Now listen, you who say, 'Today or tomorrow we will go to this or that city, spend a year there, carry on business and make money.' Why, you do not even know what will happen tomorrow. What is your life? You are a mist that appears for a little while and then vanishes. Instead, you ought to say, 'If it is the Lord's will, we will live and do this or that.'"

Now, no one likes a plan more than me. My wife would tell you if you asked her, one of my pat sayings is, 'plan your work, and work your plan! So you can just imagine how I feel when things don't go according to my plan. Now I don't believe that God wants there to be disorder in our lives, but sometimes when we develop wall-to-wall schedules, we begin to rule out God's right to reschedule our day; to interrupt; to slow us down. And He often does.

'If it is the Lord's will...' is the key phrase. We must come to realize how much stress we bring on ourselves by failing to say, "Here's my list, my goals, my plan, my schedule. Now Lord, You are the Sovereign Lord of the universe – and of my life. You have complete right to change any of this. And Lord, I'll be okay if You do." This is where we really test how much that word "Lord" really means to us – when His plans intrude our own.

We get so frustrated when car trouble derails the plan; or a tragedy, or an interruption like a deployment to Bosnia! But I can avoid so much grief and stress if I allow the God of Heaven to be the Lord of my calendar. I do that when I consult Him as I make my plans. And I do that when I make those plans saying, "I will... if the Lord wills ." At that moment, you are relaxing in the wonderful sovereignty of Almighty God, of Whom the Bible says, *"As for God, His way is perfect."* 2 Chronicles 22:31

Two words – **"Lord Willing"**. It is more than a spiritual cliché. For us stress-filled planners, it can be the most effective stress-buster in the world.

THOUGHTS FOR THE DAY

- | | |
|-------------------|--|
| Saturday: | Courage is fear that has said its prayers. |
| Sunday: | When we worry, we believe more in our problems than in God's promises. |
| Monday: | If you share another's burden, both of you will walk straighter. |
| Tuesday: | The time God allows us is always enough for the work He allots us. |
| Wednesday: | To be right with God often means we will be wrong with man. |
| Thursday: | When it comes to salvation, it's Who you know that counts. |
| Friday: | The proof of our love for God is our love of our neighbor. |

By CH (Lt. Col.) Clarke L. McGriff
TFE Chaplain

Talon stock photo

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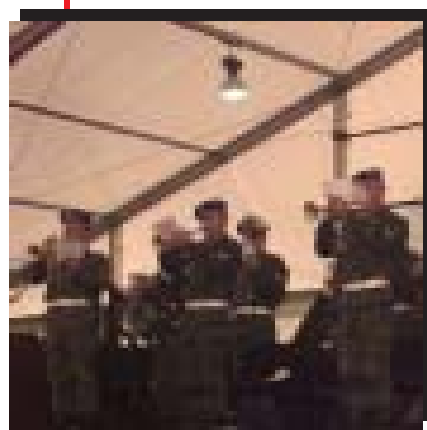
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Maj. Gen. Walter L. Sharp unfurls the 3rd Infantry Division (Mechanized) colors, assuming command of Multinational Division-North. (Photo by Spc. Stephanie L. Bunting.)



SFOR 8 OFFICIALLY BEGINS

49th Armored Division/3rd Infantry Division (Mechanized) Transfer of Authority.



TASK FORCE MED EAGLE TOA

115th Field Hospital/56th MedEvac Battalion Transfer of Authority.

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KEYS TO CONTINUED PROGRESS IN BIH

By Maj. Gen. Walter L. Sharp

Commander, MND (N)

As the new Commander of Multinational Division-North (MND-N), I want to share with you my philosophy, the way I do business, and the things I consider most important. This is the first of two articles that I hope you will find useful in getting to know how I like to operate.

I want to first say that our work will continue to build upon the tremendous effort of the 49th Armor Division and recognize the great progress here in Bosnia-Herzegovina. Our job is to continue that progress to a lasting safe and secure environment for the people of this country.

I also am honored to be part of a multinational partnership consisting of the 1st Peacekeeping Russian Separate Airborne Brigade, the Nordic-Polish Battle Group, and the Turkish Battalion Task Force. Collectively, we all stand side by side continuing to build a peaceful environment in this country.

While I fully accept the responsibilities of leadership, I will not rely solely on my own opinions when it comes to conducting operations here. You will find that I am a listener who respects all positions and views contributing to the accomplishment of the task at hand. I value your input, so I will often ask your opinion on key issues. I sometimes think that listening has become a lost art, and will work hard to make sure you have a voice with me. You are the expert in your area of responsibility. When presented with a challenging decision, I will always ask and generally defer to the commander on the ground. You will have my support.

With that brief introduction, I'd like to highlight those things most important to me as we continue to build our team.

Force protection is paramount in everything we do. Our posture during the conduct of operations serves as a tremendous deterrent. I call it putting on your "game face." I want those individuals who consider taking action against us to take one look at the discipline and professionalism of our soldiers, and quickly dismiss their plans. Daily risk assessments are a must to ensure we have employed the force protection measures necessary to take care of soldiers. Never leave your camp without first getting an intelligence update and insuring your chain of command is tracking your movement until you return.

The way we treat people goes a long way to success in our mission. This includes all members of Stabilization Forces, the International Community, Entity Armed Forces (EAF), commanders, soldiers, and the people of this country. Dignity and respect must be our watchwords. Simply put, the Golden Rule applies. Treat others as you want to be treated. A smile and a sign of courtesy does not signal a drop in discipline; rather it shows we're professional, confident, compassionate, and approachable in our duties.

Accuracy in reporting is critical. You have to help me fill in the blanks when something takes place in your sector or in your command. I am not asking you to rush inaccurate information to me, and the MND (N) Headquarters; rather, I want you to forward it in such a fashion that you would be satisfied if you were on the receiving end. Having said that, initial "contact" reports are im-



Maj. Gen. Walter L. Sharp

portant to me and I do understand that 'first reports are usually wrong.' My job is to ensure the MND (N) staff gives you the time, and the assets necessary to develop the situation and complete the picture.


All operations will be deliberately planned, rehearsed, executed, with an After Action Review following each operation. We must then capture those lessons learned to assure greater performance during subsequent missions. We will make every attempt to include planners from the brigades and task forces early in the parallel planning effort. Unless a situation requires immediate response and action, I will resist the efforts to rush to a 'snap decision.' We must do our homework, to include impacts on adjacent units and second- and third-order effects on the EAF, civil authorities, and the people of this country.

Crosswalk of information and coordination of efforts are essential. We must be synchronized with SFOR Headquarters, our adjacent units, EAF and civil authorities. Independent and uncoordinated initiatives, even those well intended, could very easily unhinge an operation. Task and purpose for all operations must be understood and nested for continuity of effort. If something is unclear, do not hesitate to ask for clarification.

Situational awareness is at the heart of all we do. That means getting out into your sections, talking with people and tackling tough issues head on with the members of the International Community. We also must constantly update our assessments of our responsibilities. From what I have seen since joining you here, we do this very well!

As I close this first part of the way I operate, let me tell you how proud I am to be part of such a capable and dedicated organization. I am confident that each and every one of the professionals of MND (N) will always do the right thing and exceed the standards in everything we do.

Continued next issue



TOA FROM 49TH ABCT TO 3ID (M): MAKING HISTORY

IT TAKES TWO—The 49th ABCT color guard displays the guidon proudly at the TOA. During SFOR 7, the 49th Aviation Brigade combined with the 4/3 ACR to form this team.

Story and Photos by
Spc. Stephanie L. Bunting
65th PCH, Camp Comanche

Being on a deployment brings a massive amount of responsibility. Throughout history, great leaders, along with their support elements, have made a difference. The combined strength of the Aviation Brigade, 49th Armored Division (49th AD) and the 4th Squadron, 3rd Armored Cavalry Regiment (4/3 ACR), formed the Aviation Brigade Combat Team (ABCT).

This isn't the first time these two organizations found themselves working together as a team.

Their first encounter dates back to the campaign from Vera Cruz to Mexico City. In 1847 under the command of General Winfield Scott, the Texas Militia fought beside the 3rd Mounted Rifles.

History repeats itself with the rejoining of the Texas National Guard with the Cavalrymen of the 3rd ACR. This relationship continued under Stabilization Force 7 (SFOR7) under the command of Col. John M. Braun of the 49th Aviation Brigade (49th AB).

Together, the soldiers of the Alamo Brigade and Longknife Squadron flew over 14,000 hours and successfully completed more than 2,600 missions. All of this was accomplished without serious injury or accident.

"The soldiers achieved excellence not by luck, but by meeting or exceeding the standards every day," said Col. Braun.

General Eric K. Shinseki, the Army Chief of Staff said it best when he called this dynamic team, "The Army".

"The Alamo Brigade and Longknife Squadron are proud to show what 'The Army' can do," said Col. Braun.

In the footsteps of this magnificent team, comes the 3rd Infantry Division Aviation Brigade (3ID AVN BDE). First designated as the 3rd Aviation Company (Combat), they were assigned to the 3rd Infantry Division in July of 1957. From having provided support via personnel and equipment assets to the U. S. Army in Southeast Asia to testing a "new concept" of Army Aviation in Europe, the 3ID AVN BDE was officially designated as the first U.S. Army Europe divisional aviation battalion in October of 1977. In November of 1984, the unit led the Army in Aviation. It was activated as a combat aviation brigade in a mechanized infantry division, a first for the U.S. Army.

As the United States Army changes, so do the elements within it.

Through more changes, inactive periods and the redesignation of the 24th Infantry Division (Mechanized) as the 3rd Infantry Division (Mechanized) in 1996, the unit deployed to the Republic of Kuwait for Operation Desert Thunder. Now the 3ID (M) has deployed in support of Operation Joint Forge in Bosnia-Herzegovina (BiH).

LET THE TRANSFER BEGIN—The 3ID AVN BDE commander, Col. H.T. Landwermeyer, Jr. and Command Sgt. Maj. Carlos Cueto, command sergeant major of the 3ID AVN BDE unfurl the brigade guidon during the TOA. The 3ID AVN BDE has two detachments, 2nd Battalion, 3rd Aviation Regiment (Task Force 2/3) and the 229th Aviation Regiment. The 229th Aviation Regiment is the most decorated aviation unit in the U.S. Army.



Under the command of Col. H. T. Landwermeyer, Jr., 3ID AVN BDE has two detachments. The Task Force 2nd Squadron 3rd Aviation Regiment (Task Force 2/3) commanded by Lt. Col. Gary M. Servold and the 229th Attack Battalion from Fort Bragg, North Carolina, commanded by Lt. Col. Robin D. Cofer.

Task Force 2/3 has been an element of the 3ID since 1963 as Company B, 3rd Aviation Battalion. It was reorganized and redesignated in August of 1987 as 2nd Battalion, 3rd Aviation. The battalion was equipped with AH-64 Apache Attack Helicopters by the end of the Gulf War. Although it was inactivated in 1993, it was reactivated when the 24th Infantry Division (Mechanized) was "reflagged" as the 3rd Infantry Division (Mechanized) in February of 1996.

The 229th Aviation Regiment is the most decorated aviation unit in the United States Army. The 1st Battalion is a member of this historic regiment. This honor is from the Company "A" (Comp "A"), 229th Aviation Battalion. Comp "A" participated in the development of air mobile doctrine and tactics training with the 11th Air Assault Division in 1964.

Then Comp "A" deployed separately to the Dominican Republic and earned their first combat operations Armed Forces Expeditionary Streamer.

They rejoined the rest of the 229th and the 1st Cavalry Division in the Republic of Vietnam only three weeks after returning for the Dominican Republic.

During seven years in Vietnam, the unit earned 16 campaign streamers, which is more than any other aviation organization.

From every province in Vietnam to Cambodia, Company "A" received several awards and citations. The Company was cited for valor five times, received the Valorous Unit Award, a Meritorious Unit Commendation and received three Presidential Unit Citations. Each citation was awarded during times of combat. The commander of the ground troops referred to the Company as "Brave Aviators" during the Pleiku Campaign in the Ia Drang Valley.

The 229th was soon inactivated to prepare for it to be redesignated as an aviation regiment in October of 1987 after nine years with the 101st. They were activated as the 1st Battalion, 229th Aviation Regiment on January 6, 1992.

"This team has been training for many months in preparation for this very important mission," said Lt. Col. Landwermeyer. "With disciplined and well trained soldiers, I am absolutely confident they will meet the lofty standards set by those before us."

NEW COMMANDER, ROTATION FOR MND-NORTH

**Story and photos
by Master Sgt. Brian D. O'Connors**
65th PCH, Eagle Base

October 5th marked the assumption of command of Task Force Eagle and Multinational Division-North (MND-N) by the 3rd Infantry Division (Mechanized) during a Transfer-of-Authority ceremony conducted in the Sports Complex at Eagle Base.

Maj. Gen. Walter L. Sharp, commander of the 3rd ID (M) since December 21, 1999 is now the commander of MND-N. A graduate of the United States Military Academy, Maj. Gen. Sharp brings 26-years of leadership experience to this mission. Maj. Gen. Sharp's many assignments include; commander 1st Battalion, 67th Armor, 2nd Armored Division, commander,

1st Squadron, 7th Cavalry, 1st Cavalry Division, and commander, 2nd Armored Cavalry Regiment. Maj. Gen. Sharp also commanded troops during operations Desert Shield, Desert Storm and Uphold Democracy.

During a post-ceremony press conference, Maj. Gen. Sharp highlighted his four major objectives for the 3rd ID (M) and soldiers of MND-N over the next 12 months:

1. Continue to provide a safe and secure environment for the people of Bosnia-Herzegovina in accordance with the Dayton Peace Accords.
2. Continue to support OSCE and the upcoming

democratic elections.

3. Continue to support the Office of the High Representative, the United Nations High Commission For Returns, local mayors, International Police Task Force and local police to insure Displaced Persons and Refugees returns and economic growth.
4. Assist Entity Armed Forces in planning and executing joint civil-military projects and the continuation of Operation Harvest.

The ceremony marked the end of the 49th Armored Division's historic mission to the Balkans during Stabilization Force 7



(SFOR7); the first time in 50-years that a National Guard unit commanded active component units.

During his farewell address, Maj. Gen. Robert L. Halverson, commander of the 49th Armored Division, cited the numerous achievements during the division's seven-month deployment. Maj. Gen. Halverson also commended and thanked the many units that came together to make SFOR-7 possible; 3rd Armored Cavalry Regiment, 49th Aviation Brigade Combat Team, 49th Engineer Brigade, 115th Field Hospital, 111th Engineer Battalion, 249th Signal Battalion, 629th Military Intelligence Battalion and the multinational partners; 1st Peacekeeping Russian Separate Airborne Brigade, Nordic Polish Battle Group and the Turkish Battalion Task Force.



NATIONAL ANTHEM - (above) The 1st Peacekeeping Russian Separate Airborne Brigade band plays both the Bosnian and United States national anthems during the TOA.

TAKING COMMAND - (far left) Maj. Gen. Sharp pauses for the translation of his speech during the TOA ceremony where he applauded the 49th AD and other MND-N units for their outstanding efforts during SFOR-7.

TOA - (left) Lt. Gen. Michael Dodson passes the colors of MND-N from Maj. Gen. Halverson to Maj. Gen. Sharp, a military tradition that signifies the transfer-of-authority from the 49th Armored Division to the 3rd Infantry Division (Mechanized).

PRESS POOL - (below) Both military and civilian journalist, from Bosnia-Herzegovina and around the world, get a birds eye view of the ceremony during the TOA.



3rd Battalion, 15th Infantry replaces 2/3 ACR at Camp McGovern



CHANGE OVER—(above) 3rd Infantry Division (Mechanized) soldiers raise the colors during the Transfer of Authority ceremony Sept. 25, at which Lt. Col. James B. Hickey, 2/3 ACR, handed Camp McGovern's command to Lt. Col. Stefan J. Banach, 3rd ID (M), 15th Infantry. (below) Lt. Col. James B. Hickey, 2/3 Armored Cavalry Regiment, leads his soldiers in a presentation of flags during a Transfer of Authority ceremony Sept. 25, where he handed his Camp McGovern command to Lt. Col. Stefan J. Banach, 3 ID (M), 15th INF.



Story and photos

By Spc. Katherine L. Collins

65th PCH, Camp McGovern

Graciously accepting his new duties, Lt. Col. Stefan J. Banach, 3rd Infantry Division (Mechanized), 15th Infantry, took command of Camp McGovern during a transfer of authority ceremony at the Camp McGovern Center on Sept. 25.

Lt. Col. Banach replaced outgoing 2nd Squadron, 3 Armored Cavalry Regiment (ACR) commander Lt. Col. James B. Hickey.

Soldiers from all of Multinational Division-North (MND-N) were in attendance, as were local dignitaries and distinguished guests.

3d ID (M) and 3rd ACR soldiers participated in the ceremony with the raising of the division and regiment flags, the presenting

of the U.S. flag and sabres, and the singing of the 3rd ACR Song, 3d ID (M) Song (the 'Dog Face Soldier), and the Army Song.

Lt. Col Hickey spoke words of thanks, farewell and best wishes, and Lt. Col. Banach delivered incoming remarks.

Tokens of remembrance were also presented from one to another, and from Lt. Col. Hickey to Maj. Gen. Robert L. Halverson, 49th Armored Division's outgoing commander.

Lt. Col. Banach began his military career in 1983. He served in numerous command and staff positions during his 17 year career.

He joins Task Force Eagle from his most recent assignment at United States Pacific Command Headquarters at Camp H.M. Smith, Honolulu, Hawaii.

NEW COMMANDER AT CAMP DOBOL TO CARRY ON 3/3 ACR LEGACY

Story and photos

By Pfc. Jessica E. Revell

102nd MPAD, Camp Dobol

Ushering in a new rotation at Camp Dobol, Lt. Col. D. Bruce Hain and the 1st Battalion of the 64th Armored Regiment (1/64 AR) "Desert Rogues" say farewell to 3rd Squadron, 3rd Armored Cavalry Regiment (3/3 ACR) 'Thunder Squadron,' and their commander, Lt. Col. William D. Turner.

Lt. Col. Turner has led Thunder Squadron for the past four months to complete the mission of maintaining a safe and secure environment within the 3/3 ACR area of responsibility (AOR). Task Force Thunder performed numerous peacekeeping operations to ensure that more than 10,000 people returned safely to their pre-war homes and established a secure environment for residents to rebuild their homes and their lives, according to Capt. John Hall, Adjutant for 3/3 ACR.

To more effectively complete their mission, Thunder Squadron integrated forces from 11 different nations in several operations throughout their deployment. They utilized Operational Reserve of Portuguese Marines and Army Rifle Companies to their full capacity in airmobile insertions and ground operations in support of critical security missions, according to Capt. Hall.

Early in the mission, Task Force Thunder executed two simultaneous forward operation base missions in their AOR. This undertaking involved establishing the camps in coordination with contractors for logistic support, twice daily aerial resupply, and multinational reconnaissance and security patrols in support of Operation Harvest, a program in which local nationals can turn in unregistered and unwanted weapons, ammunition and explosives, making this a safer place to live.

These tactics and techniques would be-

NOW IT'S TIME TO SAY GOODBYE—
The TOA at Camp Dobol brings a final salute from the 3/3 ACR.



come the standard for similar future operations in Multinational Division-North (MND-N).

Due to efforts of Thunder Squadron, the mayor and council members of Srebrenica can now live there to carry out their administrative responsibilities. Just six months ago this was not possible, but the success of the established secure environment by Thunder Squadron made it so, said Capt. Hall.

The "residential area turned dumpsite" in Sultanovici is now over, due to the efforts of this task force in encouraging the civic leaders to address and resolve this problem. The dumpsite closed in early June and residents continue to reconstruct their homes with hopes that the valley will be restored to its original beauty.

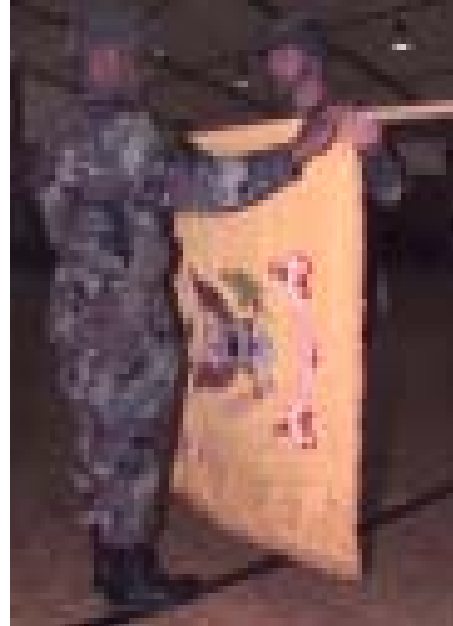
On several occasions the Task Force demonstrated their flexibility by conducting weapons cache raids and smuggling interdiction operations to maintain security throughout the region. These operations both moved closer to eliminating dangerous weapons and munitions from the public and established the Thunder Squadron's authority in maintaining security.

In late July, the Task Force sprang into action to provide security for the Joint Commission Observers when their house in Zvornik was attacked with rocket propelled grenades. Quick reaction patrols sped to the area in the early morning hours to protect the observers and restore security.

Most significantly, Task Force Thunder executed a brigade size operation, including nearly the entire task force, a battalion of Italian Carabinieri, and a company of Portuguese Marines and platoons of Danish, Polish, and Turkish soldiers, to support the historic 5th Anniversary Memorial of the Fall of Srebrenica. This month-long operation began with a gradual increase in presence of multinational forces. This combined effort resulted in the unprecedented successful return of 3,000 widows and mourners of the victims of the 1995 Fall of Srebrenica.

After creating a legacy that will be remembered throughout history the Thunder Squadron soldiers have now returned to Fort Carson.

Lt. Col. Hain's career actually began at Ft. Carson with his first troop assignment with the 6th Battalion, 32nd Armored Regi-



PRESENT ARMS—Incoming commander of Camp Dobol and 1/64 AR, Lt. Col. D. Bruce Hain and battalion command sergeant major, Command Sgt. Maj. Otis Smith Jr. unfurl the guidon at the TOA.

ment where he was a tank and support platoon leader. In 1984, he deployed to Garlstadt, Germany with Company A (COHORT) and joined 2nd Battalion, 66th Armored Regiment. He served as a tank platoon leader, company executive officer, and assistant battalion S3 during this tour.

After the Armored Officer Advanced Course, Lt. Col. Hain was assigned to Fort Riley, Kansas, where he commanded Company C, 4th Battalion, 47th Armored Regiment from May 1988 to May 1990.

He was then assigned as the 2d Brigade, 1st Infantry Division plans officer, the position he held during Desert Shield/Desert Storm.

Returning from Southwest Asia, Lt. Col. Hain reported to Fort Knox, Ky., where he was an Armor Officer Advanced Course Small Group instructor.

After completing a Masters of Military Science Degree from the Command and General Staff College, he joined the G3 staff of the 24th Infantry Division, Fort Stewart. He subsequently served as the S3 for the 4th Battalion, 64th Armored Regiment. During his last tour, Lt. Col. Hain held a variety of positions on the J3 Staff of Joint Task Force Six (Counterdrug).

His awards and decorations include the Bronze Star, Defense Meritorious Service Medal, Meritorious Service Medal, Army Commendation Medal, Joint Achievement Medal and Army Achievement Medal. Additionally, he earned the Parachutist Badge and Ranger Tab.

The 1/64 Armor is highly trained and ready to continue the mission of peace and security.

"The mission here hasn't changed. We will be conducting the same activities and operating in the same manner," said Lt. Col. Hain. "We are the same soldiers, just with different patches."

TFME COMMAND AND CONTROL PASSED ON TO 56TH MEDEVAC BATTALION



GUIDONS IN A ROW— The Transfer of Authority Ceremony (TOA) of the 115th Field Hospital brings a final salute from TFME7.

**Story and photos by
Spc. Stephanie L. Bunting**

65th PCH, Eagle Base

Several Transfer of Authority (TOA) ceremonies have taken place as Stabilization Force 7 (SFOR 7) came to a close. With the Guard Force, Military Police and other organizations already taking over responsibilities for SFOR8, it left little thought that the caretakers of Task Force Eagle (TFE) medical personnel are in the same mode.

The 115th Field Hospital, commanded by Col. Douglas Hewitt, returned to Fort Polk, La. after deploying to the Balkans as part of Operation Joint Forge. They took control of Task Force Med Eagle (TFME) in March of 2000, and they relinquished command and control of TMFE to the 56th Medical Evacuation (MedEvac) Battalion from Fort Bragg, North Carolina.

With the 115th Field Hospital and six other subordinate units from 16 different posts stepping down, the 56th MedEvac Battalion, commanded by Lt. Col. Pauline Knapp, will carry on the amazing performance given by TFME for the past seven rotations.

Throughout its history, TFME has brought excellent service and support not only to the troops in TFE, but to the Multi-national Division-North (MND-N) as well. Medical personnel were responsible for the hospitalization, ground and air evacuations, medical logistics, veterinary medicine, and preventive medicine.

With command and control transferred to the 56th MedEvac Bn., they will take on a wide range of responsibilities.

Some of those duties involve ambulatory, trauma and surgical care, as well as medical and support training operations here in Bosnia-Herzegovina (BiH).

"My personnel that are assigned to Task Force Med Eagle, are now responsible to do all the functions that were done on the previous rotation. Basically, we as-

sume the mission to provide the health care and support for Task Force Eagle and MND-N," said Lt. Col. Knapp.

Following in the footsteps of the 115th Field Hospital, the 249th General Hospital will provide level three combat health support for MND-N.

Attached to the 249th is the 690th Ground Ambulance Company, also from Fort Bragg, North Carolina. Their primary mission will be to provide area evacuation support for Eagle Base.

In addition to ground ambulatory services, the 690th will also take on air medical evacuations with great expectations of carrying on the TMFE 7 safety record.

With an outstanding performance of over 1,250 hours of flight time and conducting 25 actual medevacs, the 1042nd Air Ambulance Company (of TFME 7), did an incredible job.

The 56th Medical Logistics Battalion will replace the 147th Medical Logistics Battalion (Med Log) by providing medical supplies and bio-medical equipment maintenance support for all of MND-N.

The 172nd Medical Detachment Preventive Medicine will take over the 485th Med Det Preventive Medicine with providing medical threat analysis, work quality monitoring, base camp sanitation inspections and environmental monitoring and analysis.

When taking over a new position in a new environment, stress and fatigue will have a tendency to set in. In this type of situation, the 528th Medical Detachment Combat Stress Control will assume the mission from the 83rd Medical Detachment Combat Stress Control. Their duties are to provide stress management counseling, and suicide and fatigue prevention. Also included in these tasks will be anger management, smoking cessation classes and post deployment briefings.

When it comes to caring for the military working dog, the 43rd Medical Detachment Veterinary Services is now being replaced with the 528th Medical Detachment Veterinary Services. They are tasked with the health and welfare by providing emergency and preventive health care for the dogs.

Along with the TFME personnel, the Danish medical platoon provided a ground evacuation support in the form of a quick launch element for the Task Force. This support, in addition to the Germans, Russians, Turkish and several other nations has provided assistance and will continue to do so in the future.

In his closing speech, Col. Hewitt commended his fellow officers for "shouldering responsibilities and exceeding every

standard." For both his medical and administrative staffs, he compared them to a "fine Swiss watch (that) never missed a beat."

"To the soldiers and non-commissioned officers, you are the true heart of this medical task force... whatever success that we can claim is due to what YOU have done," said Col. Hewitt.

Col. Hewitt wished for "blue skies" and "green lights" for the TFME 8 personnel taking over the duties and responsibilities that he and his command recently relinquished. The new replacement Task Force, much like TFME 7, is made up of several units.

"We are no longer separate units, but a cohesive team composed of a multitude of specialized surgeons, nurses, physical therapists, dentists, vets, logistics, helicopter crews, ground ambulance crews, mechanics, dieticians, among many more, all with one goal, to be there when called,"

said Knapp.



TIME TO UNWIND—Command Sgt. Maj. John Reed and Lt. Col. Pauline Knapp unfurl the 56th MedEvac Bn. colors during the TOA.

ATTENTION—
Maj. Gen. Robert L. Halverson, outgoing MND-N commander, Col. Douglas Hewitt, TFME 7 commander, and Lt. Col. Pauline Knapp, TFME 8 commander salute the Colors as the TOA begins.





FURL THE FLAG—Casing of the outgoing colors.



UNFURLING—The colors of the 3d Soldier Support Battalion.

OUT WITH THE OLD

**Story and photos
by Sgt. Joseph C. DeCaro**
65th PCH, Eagle Base

Marking yet another Transfer of Authority, Lt. Col. Michael Murfee, commander of the 3rd Soldier Support Battalion, assumed authority from Lt. Col. Dwayne Houston, 230th Finance Battalion, and Lt. Col. Louis Scotti, 149th Personnel Services Battalion Sept. 18.

Lt. Col. Murfee – a native of Marion,

Ala. – holds a B.S. in Accounting from the University of Virginia and a Masters in Business Administration from Auburn University. His military education includes Infantry Officer Basic and Advanced Courses, Command and General Staff College, Ranger and Jumpmaster schools.

Murfee's service includes Chief, Pay and Examination, 215th Finance Support Unit; executive officer, 201st Finance Support Unit; commander, Bravo Detachment, 8th Finance Battalion; Finance

Support Operations Officer and Battalion Executive Officer, 82nd Soldier Support Battalion; and as Deputy Group Commander for the 18th Soldier Support Group.

His awards include the Bronze Star and the Meritorious Service Medal.

Murfee's command was formed from the 24th Personnel Services and Finance Battalions.

The 3rd SSB provides enhanced customer service by centralizing finance and personnel operations.

IN WITH THE NEW

**Story and photos
by Sgt. Shanon B. Woods**
69th PCH, Eagle Base

Signaling the beginning of a new rotation Lt. Col. Joseph G. Green, III commander of the 103rd Military Support Battalion assumed authority from Lt. Col. Edward A. Leacock, 629th Military Intelligence Battalion Sept. 24.

Green a native of Whitinsville, Mass. holds a B.S. from the United States Military Academy and a Master's Degree in Management from the University of Phoenix. His military education includes Military Intelligence Officers' Basic and Advanced Courses, Command and General Staff College, and the Joint and Combined Staff Officer Course.

Green's service includes commander, A Company, 309th Military Intelligence Battalion; G2 Chief of Operations 101st Airborne

Division; 311th Military Intelligence Battalion Executive Officer, and then Deputy G2; Southwest Asia Political Military Analyst, MacDill Air Force Base, Florida; Assistant Chief of Staff, G2 for the 3rd Infantry Division (Mechanized), at Fort Stewart, Ga.

His awards include the Bronze Star and the Defense Meritorious Service Medal.

Green's command was formed from 851st ASA Company and 3rd Military Intelligence Company, both of which merged to form the 103rd Military Intelligence Battalion on September 16, 1981. With "Top of the Rock" as their motto, the 103rd MI Battalion "finds, knows and never loses the enemy", thereby providing information to the commander.

In 1949, the detachment was reactivated and served in the Korean War. It participated in eight campaigns including the Chinese Communist Force Intervention and the second and third Korean Winters.

SOLDIER'S SPOTLIGHT



Story and photos

by 1st Lt. Kurt Stuckwisch

3rd AVN BDE, Camp Comanche

Members of the 3d Infantry Division Aviation Brigade at Camp Comanche always show ingenuity and dedication to accomplishing the mission.

Pfc. Brian Pfund, a sheet metal specialist from Pittsburgh, recently proved this during a recent mission.

While on a routine flight, a OH-58D Kiowa Warrior aircraft experienced some rotor vibration and set down as a precaution. The maintenance unit immediately sent out a Downed Aircraft Recovery Team (DART) in the pouring rain to recover the helicopter. Once the team arrived on the scene, they had to wait for the rain to ease up before they could even begin work on the rotor blade.

Finally, the rain subsided long enough for the team to begin the recovery operation. The crew chiefs on the scene had seen this problem before and knew how to fix it, however, the glue needed to fix the bonding would never be able to dry in the wet rainy conditions. Had this problem occurred at Camp Comanche, the crew chiefs would have had a dry area to work and special heaters to dry the surface that needed gluing. The soldiers had a dilemma on their hands.

Pfc. Pfund had an idea, he mixed a solution of alcohol and water to try and evaporate some of the water on the blade surface. This partially solved the problem, but the blade was still too wet to be glued. The team's hope for a speedy recovery slowly melted away as the rain resumed. Pfc. Pfund was not sure what to do. Then he had another idea. He removed one of the heaters from a Meal, Ready to Eat (MRE) he had brought with him. He wrapped the heater in a towel and applied it to the blade. This made the blade dry enough for the glue to harden allowing the aircraft to be recovered in 2 hours. Without Pfc. Pfund's MRE idea, the recovery operation could have lasted as long as a day. Norm Gilley, a Logistics Assistance Representative attached to the unit, said that PFC Pfund was the best sheet metal worker that he had seen during his aviation maintenance career. Pfc. Pfund is just one of the many outstanding soldiers in TF 2-3 AVN at Camp Comanche whose hard work keeps the "Wings of the Marne" flying the skies of Bosnia.